

# Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

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## Five-Year Capital Improvement Plan

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The material presented in this section provides an overview of the City's CIP development process, project evaluation criteria, funding sources, operating impacts associated with capital projects, and a capital projects list, for further detail see Volume Three.

The capital budget authorizes and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities. A five-year Capital Improvement Plan (CIP) is developed and updated annually, including anticipated funding sources. Capital budget appropriations lapse at the end of the fiscal year; however, they are re-budgeted until the project is complete and capitalized. As capital improvement projects are completed, the operation of these facilities is funded in the Program Operating Budget.

The Program Operating Budget authorizes and provides the basis for control of operating expenditures for both internal and citizen services, including operating and maintaining new capital facilities. Program Operating Budget appropriations lapse at the end of the fiscal year. The Program Operating Budget is funded with recurring annual revenues such as taxes, licenses, fines, user fees, and interest income.

The following guidelines determine what is a CIP project:

- Relatively high monetary value (at least \$25,000)
- Long life (at least five years)
- Results in creation of a fixed asset, or the revitalization of a fixed asset

Included within the above definition of a Capital project are the following items:

- Construction of new facilities
- Remodeling or expansion of existing facilities
- Purchase, improvement and development of land
- Operating equipment and machinery for new or expanded facilities
- Planning and engineering costs related to specific capital improvements
- Street construction, reconstruction, resurfacing or renovation

In general, automotive and other rolling stock, personal computers, and other equipment not attached to or part of new facilities are not to be included as a CIP project. The exception to this is when the total dollar amount of all the items are of a considerable value that they are grouped together and considered as a single capital project.

The City of Scottsdale uses two cross-departmental CIP Coordination Teams, one for review of construction related projects and the other for review of technology related projects. The **Construction Review Team** (see appendix for a list of staff names) consists of seven individuals from a variety of programs and professional disciplines to review project submissions and ensure that:

- Projects are scoped properly (a building has ADA access, includes telephones, computers, etc.)
- Infrastructure components are coordinated (a waterline is installed at the same time as a roadway improvement at a specific location)
- Long-term operating impacts are included in estimates (staffing, utility and maintenance costs are considered)
- Timeframes for construction activity and cash flow requirements are realistic
- Projects are coordinated geographically (i.e., not more than one north/south major thoroughfare is restricted at a time), and
- Project costs are reviewed to determine the adequacy of the budget and appropriate funding sources

The **Technology Review Team** (see appendix for a list of staff names) included ten individuals from a variety of programs to review technology project submissions and ensure that:

- Project meets City's current hardware, software and security standards
- If technology will be accessed from remote locations what network bandwidth requirements are needed to support the application
- Long-term operating impacts are included in estimates (training, maintenance and support)
- Who is responsible for funding ongoing maintenance of hardware, operating system, application and database, if applicable
- Who is responsible for day-to-day support
- Does the system require after hours technical support

- Includes funding to cover ongoing monthly communication costs associated with the system, if applicable
- Backups and data retention have been considered
- Disaster recovery and security considerations have been taken into account

While these examples are not exhaustive they provide excellent examples of the value added through project review by cross-departmental teams.

Each department was required to submit both new project requests and rejustifications to the applicable CIP review team. If the review teams had questions concerning a request the departments were asked to clarify the issue to assist the review team in prioritizing the project against all City needs.

After this far-reaching review process the CIP Review Teams prioritize the program. Projects are prioritized based on City Council's Broad Goals, department priorities, anticipated funding sources, and during the first review the International City/County Management Association (ICMA) Project Prioritization Matrix as adjusted for the City of Scottsdale. The ICMA Prioritization Criteria were obtained from Capital Projects: New Strategies for Planning, Management, and Finance, Copyright 1989, pp 85-87.

## The twelve prioritization criteria used by Scottsdale for construction related projects are:

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

This "forced" scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - The expected change in operation and maintenance costs. Program operating departments provide year-by-year estimates of the additional costs or reductions likely in the program budget because of the new project. Also to be considered are changes in revenues that may be affected by a project, for example, the loss in property taxes incurred when private land is used for a capital project. See Capital Projects Operating Impacts schedule on page 141.
3. **Health and Safety Effects** - This criterion includes health-related environmental impacts like reductions/increases in traffic accidents, injuries, deaths, sickness due to poor water quality, health hazards due to sewer problems, etc.
4. **Community and Citizen Benefits** - Economic impacts such as property values, the future tax base, added jobs, income to citizens, changes in business income, and the stabilization (or revitalization) of neighborhoods. Such impacts may apply more to capital projects related to growth and expansion than to infrastructure maintenance although deteriorating structures can adversely affect business.
5. **Environmental, Aesthetic, and Social Effects** - A catch-all criterion for other significant quality-of-life-related impacts, this includes community appearance, noise, air and water pollution effects, households displaced, damage to homes, effect on commuters, changes in recreational opportunities, etc.
6. **Distributional Effects** - Estimates of the number and type of persons likely to be affected by the project and nature of the impact; for instance, explicit examination of project impact on various geographical areas; on low-moderate income areas; and on specific target groups. Equity issues are central here - who pays, who benefits, and the social goals of the jurisdiction.
7. **Public Perception of Need** - This criterion refers to project assessment of (a) the extent of public support; (b) interest group advocacy and/or opposition.
8. **Feasibility of Implementation** - This element is a measure of (a) special implementation problems (e.g., physical or engineering restraints) and (b) compatibility with the General Plan.

9. **Implication of Deferring the Project** - Deferring capital projects is tempting for hard-pressed governments but an estimate of the possible effects, such as higher future costs and inconvenience to the public, provides valuable guidance in proposal assessment.
10. **Uncertainty of Information Supplied** - Amount of uncertainty and risk - For each proposal, each of the above criteria will have associated with it some degree of uncertainty as to cost estimates, effect on service quality, or impact of new procedures. When substantial uncertainties exist regarding any of the evaluation criteria for any proposal, the City should consider estimating, at least in broad terms, the amount of uncertainty — probability of occurrence — and the magnitude of the likely negative consequences. Few cities generate such information but even “educated guesses” are useful here.
11. **Effect on Interjurisdictional Relationships** - Possible beneficial/adverse effects on relationships with other jurisdictions or quasi-governmental agencies in the area constitute this criterion. Such effects, e.g., waste disposal via landfills in other jurisdictions, are likely to require special regional coordination and could impair the proposal's attractiveness.
12. **Mayor and City Council's Broad Goals** - If a capital project directly addresses the Mayor and City Council's Broad Goals, the relative attractiveness of that project increases.

**The ten prioritization criteria used by Scottsdale for technology related projects are:**

1. **Capital Cost** - This element is for the total cost of constructing or installing the proposed work. Of particular concern in assigning a score for this element is the question of what makes a project a high or low priority. For purposes of this evaluation, use the following rating range:

CAPITAL COST	SCORE
Under \$100,000	5
\$100,000 - \$1,000,000	4
\$1,000,000 - \$5,000,000	3
Over \$5,000,000	2

Again, this “forced” scoring should not be considered adversely with respect to an individual project. It is simply an acknowledgment of the current tight financial status of CIP funds. A project that is relatively expensive that should be

deemed an overall high priority project will have its rank bolstered by other evaluation elements in which it will receive high rating scores.

2. **Annual Recurring Costs** - This element reflects other costs relative to a proposed project, including operation and maintenance costs, licensing costs, and potential revenues generated by the completed project. If a project has potentially high O&M and licensing costs, then a lower rating should be assigned. If a project has the potential of generating revenues, then a higher rating should be assigned. Overall, the score for this element should reflect a compilation of all three factors. See Capital Projects Operating Impacts schedule on page 141.
3. **Technological Infrastructure** - This criterion refers to projects required to maintain the technology infrastructure for essential City operations. This would include such items as networks and servers; telephone PBX, extension or improvements to the Wide Area Network for remote locations, etc. Projects that include elements related to these items would necessarily be scored higher than projects that don't support the integrity of the technology infrastructure.
4. **Service Enhancement And Staff/Citizen Benefits** - This element considers the impacts that a project may have on service and the benefits the project may offer to citizens or staff members. This criterion should be viewed in terms of the numbers of citizens or staff members that may benefit from the project and how a service may be enhanced by the project.

5. **Distributional (Cross-Departmental) Effects** - This element deals with the extent of influence of a proposed project. The impacts and benefits may be spread over the community at-large or to a specific geographic area or to the entire City staff or to specific City staff at specific locations.

An example of a project that would receive a higher rating score would be a utility billing project where almost all citizens would benefit from the project and some staff members also benefit. Compare this to a transit technology project that targets a specific population, and benefits a limited number of staff members.

**6. Feasibility of Implementation** - This element is a measure of: (a) special implementation problems, e.g. physical and engineering restraints and (b) compatibility with the City's overall Technology Plan. A project would be considered for higher rating score if it has few restraints to accomplish it and is also compatible with the overall Technology Plan.

**7. Implication of Deferring the Project** - This element accounts for the downside risk incurred for deferring a project, such as higher future costs, loss of contributions, continued inconvenience to the public and staff, possible constraints to network capacity, deterioration of the City's technology infrastructure or legal liability. In this evaluation, increased implications for delaying a project translates into a higher rating score.

Projects that address the limitations of a system or software package that may render a system unusable if corrective measures are not taken would score high for this element. In addition, a lower score might be in order if future lower costs associated with technology would come into the equation.

**8. Uncertainty of Information Supplied** - This element measures the success potential of a proposed project. Rating scores should be awarded based on the accuracy of information given by the proposing department, the detail of cost estimates, and the potential of the project going awry due to its very nature. Lower rating scores will be assigned for projects that, basically, have insufficient information to allow a "good" review of the project for prioritization.

**9. Effect on Regional Governance** - Rating scores should be determined based on the possible beneficial or adverse effects on a proposed project due to relationships with other jurisdictions or quasi-governmental agencies in the area. Such effects may require special regional coordination that could directly impact the success or scheduling of a project. The identification of such impacts may result in lower rating scores until such issues are resolved.

**10. Mayor and City Council's Broad Goals** - The question to answer is simply "does it or doesn't it" and, if the proposed project does, to what degree are the Mayor and City Council's Broad Goals being met?

After all proposed projects are prioritized using these criteria, the list of projects is reviewed from two more viewpoints: (1) Does the list stand an "intuitive check"? Do projects fall in the priority order that was "anticipated"?; and (2) Are there any linkages between projects? Are any projects related to each other in such a manner that having them accomplished concurrently would be advantageous? What about sequencing or timing? Are any projects dependent on the completion of other projects? Adjustments to the priority list may be necessary dependent on this final review.

The prioritized projects are subsequently reviewed by the City Manager, Assistant/Deputy City Manager, Chief Financial Officer, Budget Director, CIP Coordinator and various General Managers. Then the recommended five-year CIP Plan is reviewed by the City Council Budget Sub-Committee and by the full Council during budget work/study sessions and public hearings prior to budget adoption.

# Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

## Capital Improvement Plan - Source of Funds

The Capital Improvement Plan (CIP) uses funding from prior year carryovers. Prior year carryovers are "blended" funding from the various funding sources described below. For FY 2004/05 – 2008/09 the funding added to the prior year carryovers includes 2000 voter-approved bonds and Preservation G.O. Bonds. These General Obligation Bonds, together with Municipal Property Corporation Bonds, provide the bond-funded portion of the plan, which is approximately 33.1% of the CIP funding in FY 2004/05 – 2008/09. Approximately 66.9% of Scottsdale's FY 2004/05 – 2008/09 CIP is funded with pay-as-you-go revenues which include development fees, dedicated sales tax revenues and contributions from fund balance transfers. The following pie chart represents funding source percentages for FY 2004/05 – 2008/09, while the table presents the five-year comparison of the funding sources on a cash flow basis.

Funding sources for the CIP are presented on a cash flow basis. These revenue sources are presented in the period that the revenue is expected to be collected. Funding sources include estimated balances on hand at the beginning of the period as well as revenue expected to be received during the period. As a result of presenting revenue on the cash basis, pay-as-you-go funding sources do not equal budgeted expenditures in each period, sometimes creating a fund deficit as cash accumulates for project expenditures in subsequent years.

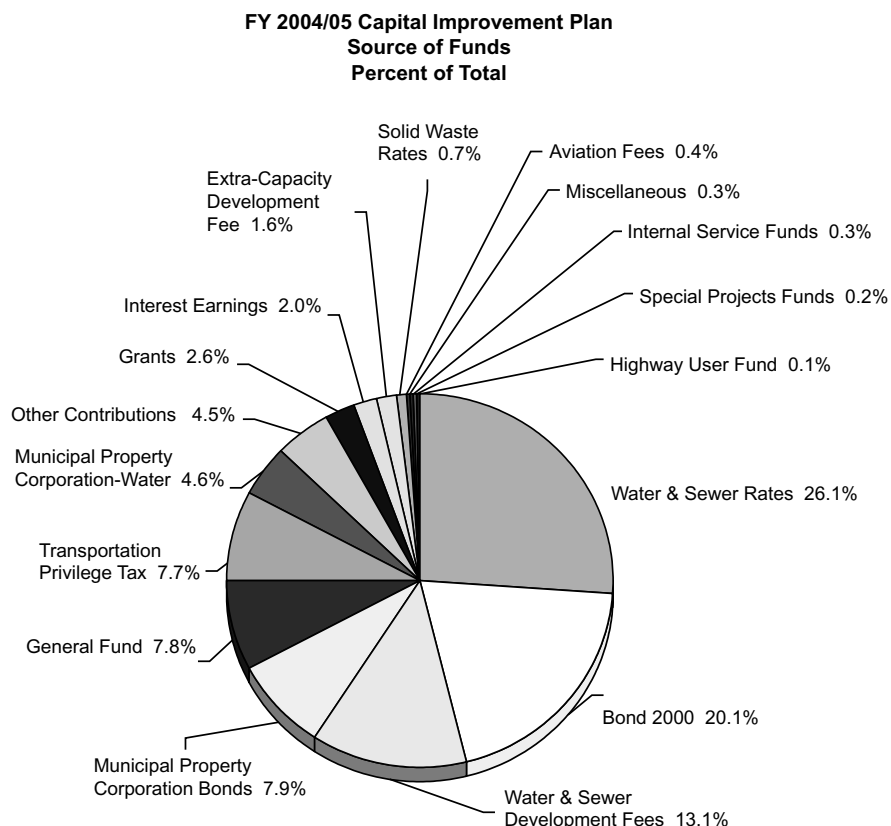
All potential capital funding resources are evaluated to ensure equity of funding for the CIP. Equity is achieved if the beneficiaries of a project or service pay for it. For example, general tax revenues and/or general obligation bonds appropriately pay for projects that benefit the general public as a whole. User fees, development fees, and/or contributions pay for projects that benefit specific users. Other factors considered when funding the capital plan are whether the financing method provides funding when needed and the financial costs associated with the funding source. The following summarizes some of the funding sources for the CIP.

**Water & Sewer Rates** are utility bill revenues received from the sale of domestic water and the fees collected for the disposal of sanitary sewer waste from customers within the City. Water & Sewer operating revenues in excess of operating expenditures are transferred to the CIP to fund water and sewer capital improvement projects.

**Bond 2000** are general obligation bonds that were authorized by voters in calendar year 2000 and are secured by the full faith and credit of the issuer. General Obligation Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, and must be authorized by the electorate.

**Water & Sewer Development Fees** are revenues received from developers when new construction developments are made. These fees are based upon the increased costs of providing additional infrastructure and services in the development areas.

**Municipal Property Corporation Bonds** are issued by the Municipal Property Corporation (MPC), a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation,





but does not require voter approval. Pledged revenue streams, in this instance excise taxes, finance the repayment of MPC debt.

**General Fund** transfers represent the pay-as-you-go contribution from general revenues for capital projects without a dedicated funding source.

**Transportation Privilege Tax** represents revenues received from the 1989 voter approved 0.2% sales tax on local retail and other sales.

**Municipal Property Corporation-Water** represents bonds issued by the Municipal Property Corporation (MPC), a non-profit corporation established to issue bonds to fund City capital improvements. The debt incurred by the corporation is a City obligation, but does not require voter approval. Pledged revenue streams, in this instance water rates, finance the repayment of MPC debt.

**Other Contributions** represent amounts paid by other organizations to pay for capital projects. Other contributions come from developers to pay for capital projects in development areas, the Maricopa County Flood Control District (FCD), and the Arizona Department of Transportation (ADOT), to name a few.

**Grants** represent revenues received from federal or state sources. Most grants require a matching funding source with the percentage of the match dependant on grant requirements. The funding is restricted in use to the improvements requested and approved in the grant application.

**Interest Earnings** represents interest earnings on cash balances on hand in the General Fund Capital Improvement Funds. The amount of interest earned on funding sources other than bond proceeds is allocated to capital improvement projects that do not have a dedicated funding source.

**Extra-Capacity Development Fee** represents fees paid by developers to pay for the extra-capacity demands they put on current water and sewer infrastructure when developing raw land or renovating existing development and intensifying water and sewer needs.

**Solid Waste Rates** represent utility bill revenues received for the collection and disposal of solid waste from residential and commercial customers.

**Aviation Fees** represent fee revenues received from users of the City's municipal airport and related facilities. Fees paid include transient landing fees; tie down fees, hangar fees, etc.

**Miscellaneous** funding represents revenues from several sources (groundwater treatment, reclaimed water distribution, and in-lieu fees) that are aggregated for reporting purposes.

**Internal Service Funds** represent revenues received for services provided to internal customers. The City has two internal service funds (Fleet and Self-Insurance Funds). Fleet rates represent revenues from the City's internal service Fleet Fund and per financial policy are restricted to use for improvements to facilities providing maintenance services to the City's rolling stock, the replacement of rolling stock, and the administration of the program. Self Insurance Funds represent revenues received from the City's internal service Self Insurance Fund and per financial policy are restricted to use for self-insurance expenditures and the administration of the program.

**Prior year Carryovers** are committed funds from prior year purchase orders that are rebudgeted until they are expended and uncommitted funds rebudgeted until the projects are completed.

# Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

## Capital Improvement Plan - Use of Funds

The Capital Improvement Plan (CIP) is comprised of seven major programs: Community Facilities, Preservation, Neighborhood Drainage and Flood Control, Public Safety, Service Facilities, Transportation, and Water Resources. The pie chart represents the percentages for each major program, while the table presents the five-year comparison of the major programs.

Expenditures are presented on a budget basis rather than a cash flow basis. Governmental budgeting procedures require adequate budget to pay for the entire contract to be available and appropriated in the period in which a contract is entered into. However, actual cash flows (expenditures) under the contract generally take place over more than one year and match cash flow funding receipts.

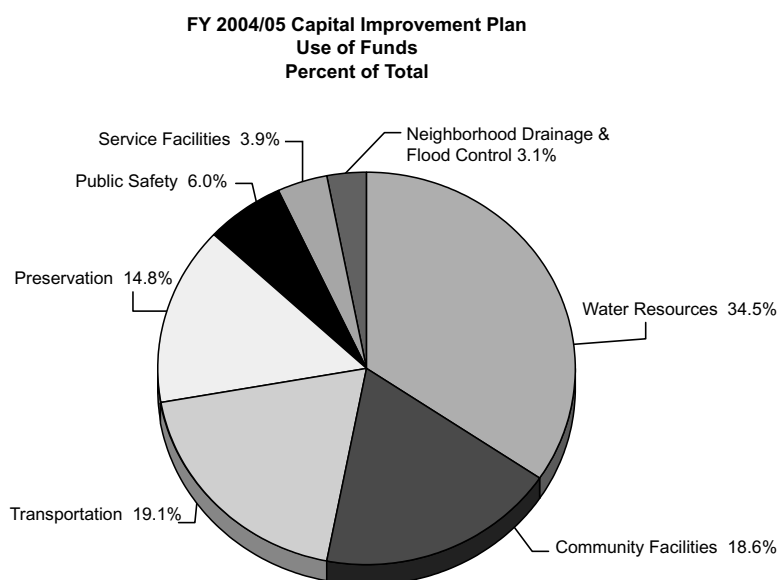
The following summarizes the seven major programs that comprise the total Capital Improvement Plan.

**Community Facilities** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented community where neighborhoods are safe and well maintained by providing neighborhood recreations facilities, parks and libraries. These recreational needs are met by providing parks, park improvements, multiuse paths, neighborhood enhancements, youth sports lighting, aquatic centers, library facilities and senior centers. Approximately 18% (\$136.5 million) of the CIP has been identified to address the needs of this program. Highlights of this program include Arabian Library (\$.8 million); CAP Basin Lighted Sports Complex (\$12.4 million); McDowell Mountain Ranch Park and Aquatic Center (\$11.8 million); Scottsdale Senior Center at Granite Reef (\$10.9 million); Downtown Reinvestment (\$8.7 million); Neighborhood Revitalization (\$2.0 million); Scottsdale Papago Streetscape (\$6.2 million); Spring Training Facility (\$18.9 million); and WestWorld Multi-purpose Building (\$2.0 million).

**Preservation** addresses the City Council Broad Goal of preserving the character and environment of Scottsdale. This goal is met by land acquisition activities for the McDowell Sonoran Preserve for the purpose of maintaining scenic views, preserving native plants and wildlife, and providing public access to the McDowell Mountains and Sonoran Desert. The 1998 election expanded the recommended study boundary (RSB) from the original 12,876 acres to 36,400 acres. The 2004 election provided an additional revenue stream (.15% sales tax increase) as well as the bonding capacity (\$500 million) that continues to provide authority to carry on preservation efforts. Approximately 15% (\$108.7 million) of the CIP has been identified to address this program in FY 2004/05. Highlights of this program include the Expanded McDowell Sonoran Preserve (\$ 50.0 million); 124<sup>th</sup> Street Access Area Amenities (\$1.5 million); and Hidden Hills Trailhead Amenities (\$.49 million).

**Neighborhood Drainage and Flood Control** addresses the City Council Broad Goals of protecting a diverse, family-oriented community where neighborhoods are safe and well maintained; and coordinating planning to balance infrastructure and resource needs within the budget. This program achieves these goals through flood plain mapping, meeting regulatory requirements, and identifying and correcting hazards to reduce future flood damage potential. This is accomplished through the use of detention basins, culvert and channel projects, and a program of neighborhood drainage improvements. Approximately 3% (\$22.6 million) of the CIP has been identified to address the drainage and flood control needs of the City. Highlights of this program include: 104<sup>th</sup> Street Storm Drain (\$.2 million); East Union Hills Interceptor Channel (\$1.9 million); and Flood Plain Acquisition Program (\$2.4 million).

**Public Safety** programs address the City Council Broad Goal of enhancing and protecting a diverse, family-oriented



# FIVE-YEAR CAPITAL IMPROVEMENT PLAN *Capital Improvement Plan*

community where neighborhoods are safe and well maintained. This goal is met by providing fire and police stations, training facilities, and automation systems related to fire and police operations. The fire protection component provides cost effective and high quality services throughout the community. Fire protection also includes such programs as public education, emergency medical service, and fire prevention. During FY 2004/05 the City will transition from contracting for fire services through Rural Metro Corporation to providing similar services with a municipal fire department. The Police Department recognizes the changing needs of our community and addresses those needs by maximizing community outreach and looking at creative alternatives in its crime prevention efforts. Approximately 6% (\$44.1 million) of the CIP has been identified to address the public safety needs of the City. Highlights of this program include: Fire Service Transition Cost (\$5.8 million); Fire Station #826, located in the area of Jomax and Scottsdale Roads (\$2.1 million); District 1 Police Facilities (\$1.4 million); Police Operational Support Building (\$26.7 million); Police/Fire Training Facility (\$4.2 million).

**Service Facilities** programs address the City Council Broad Goal of coordinating planning to balance infrastructure and resource needs within the budget. These programs achieve this goal through the renovation of current facilities and technology needs necessary for the efficient and effective operations of the City. Approximately 4% (\$28.1 million) of the CIP has been identified to address this program. Highlights include: computer, server, and network replacement programs (\$16.7 million); Utility Billing System (\$2.8 million); Police Records Management and Computer Aided Dispatch (CAD) Replacement (\$4.7 million); and Facility Repair and Maintenance Program (\$4.3 million).

**Transportation** programs address the City Council Broad Goal of providing for the safe, efficient, and affordable movement of people and goods. This program meets this goal by attempting to offer real transportation choices in a way that meets the needs of the community. In 1989 voters authorized a .2% privilege tax to fund transportation operations and improvements. This program looks for the best use of this funding and addresses the multi-modal concept. Approximately 19% (\$139.6 million) of the CIP has been identified to address the transportation needs of the City. Highlights of this program include: Security improvements at the Airport (\$3.5 million); Hayden Road-Pima Freeway to Thompson Peak Parkway (\$11.5 million); Pima Road-Pima Freeway to Thompson Peak Parkway (\$11.0 million); Neighborhood Traffic Management Program (\$3.1 million); Intelligent Transportation System Improvements (\$14.1 million); Bus Bay and Shelter Improvement Programs (\$3.7 million); and Downtown Parking (\$14.2 million).

**Water Management** addresses the City Council Broad Goal of coordinating planning to balance infrastructure and resource needs within the budget. This program achieves this goal by delivering safer, reliable water and providing wastewater services. This program also reflects the City's commitment to federal and state regulations. In addition to capital program expenditures, approximately \$32.4 million of water development fee revenues over the five-year period will be transferred to the program budget to repay bonded debt. Approximately 34% (\$253.0 million) of the CIP has been identified to address the water and wastewater needs of the City. Highlights of this program include: 91<sup>st</sup> Avenue Wastewater Treatment Plant Improvements (\$82.3 million); Arsenic Mitigation Treatment (\$34.5 million); Chaparral Water Treatment Plant (\$78.4 million); and the Water Reclamation Plant-Phase 3 (\$20.8 million).

Capital Improvement Plan - Use of Funds  
In Millions of Dollars

Major Programs	2004/05	2005/06	2006/07	2007/08	2008/09
Community Facilities	136,558.2	46,264.9	13,368.3	16,234.2	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	44,070.4	14,823.9	4,901.9	2,324.9	-
Service Facilities	28,154.1	5,392.6	12,400.5	5,513.0	8,676.5
Transportation	139,635.3	51,467.1	38,402.7	17,669.7	16,541.0
Water Resources	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
<b>Total Expenditures</b>	<b>732,653.5</b>	<b>182,900.6</b>	<b>108,365.0</b>	<b>96,812.8</b>	<b>39,596.1</b>
Prior Year Unexpended	-	474,733.5	414,330.0	348,946.2	310,773.6
Unexpended at Year End (Rebudgets)	(474,733.5)	(414,330.0)	(348,946.1)	(310,773.6)	(246,484.5)
Transfers Out to Debt Service	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
<b>Total Use of Funds</b>	<b>264,478.1</b>	<b>249,862.6</b>	<b>180,257.6</b>	<b>141,449.7</b>	<b>110,294.1</b>



# Capital Improvement Plan **FIVE-YEAR CAPITAL IMPROVEMENT PLAN**

**Adopted Fiscal Year 2004/05 Budget  
Five-Year Financial Plan  
Capital Improvement Plan  
(in thousands)**

	<b>Adopted 2004/05</b>	<b>Forecast 2005/06</b>	<b>Forecast 2006/07</b>	<b>Forecast 2007/08</b>	<b>Forecast 2008/09</b>
<b>Source of Funds:</b>					
<b>Beginning Fund Balance *</b>	<b>402,148.0</b>	<b>264,835.6</b>	<b>209,030.5</b>	<b>151,442.3</b>	<b>117,706.3</b>
<b>Revenues</b>					
Bonds/Contracts					
General Obligation	-	67,000.0	35,000.0	14,000.0	19,000.0
Municipal Properties Corporation	25,100.0	28,027.5	-	-	-
Municipal Properties Corporation-Water	-	18,000.0	-	13,000.0	-
Pay-As-You-Go					
Water & Sewer Development Fees	16,779.5	17,199.0	17,629.0	18,069.7	18,521.4
Extra Capacity Development Fee	-	-	-	-	11,000.0
Grants	7,548.1	4,152.3	4,976.1	180.0	713.0
Other Contributions	15,761.0	6,856.0	1,814.0	150.0	150.0
Interest Earnings	2,758.3	3,073.6	2,911.1	2,634.4	2,405.1
Miscellaneous	1,065.4	150.3	635.3	150.3	0.3
<b>Subtotal</b>	<b>69,012.3</b>	<b>144,458.7</b>	<b>62,965.5</b>	<b>48,184.4</b>	<b>51,789.8</b>
<b>Transfers In</b>					
General Fund	16,702.9	10,356.5	11,181.7	8,328.9	6,196.3
Highway User Fund	74.8	73.0	73.7	73.7	73.7
Special Projects Fund	613.7	683.5	1.8	2.0	2.0
Transportation Privilege Tax Fund	9,708.5	10,038.5	10,389.9	10,753.5	11,076.1
Aviation Fund	826.2	463.9	19.1	533.8	661.8
Water & Sewer Fund	28,294.2	27,864.9	37,540.4	39,463.3	42,376.6
Solid Waste Fund	279.9	81.4	460.2	336.5	3,618.5
Internal Service Funds	1,653.2	37.0	37.1	37.6	37.6
<b>Subtotal</b>	<b>58,153.4</b>	<b>49,598.8</b>	<b>59,703.9</b>	<b>59,529.3</b>	<b>64,042.6</b>
<b>Total Revenues &amp; Transfers In</b>	<b>127,165.7</b>	<b>194,057.5</b>	<b>122,669.4</b>	<b>107,713.7</b>	<b>115,832.5</b>
<b>Total Sources of Funds</b>	<b>529,313.7</b>	<b>458,893.1</b>	<b>331,699.9</b>	<b>259,156.0</b>	<b>233,538.8</b>
<b>Use of Funds:</b>					
<b>Program Expenditures</b>					
Community Facilities	136,558.2	46,264.9	13,368.3	16,234.2	790.6
Preservation	108,741.3	200.0	2,000.0	-	-
Neighborhood Drainage & Flood Control	22,456.8	16,496.9	6,634.6	150.0	-
Public Safety	44,070.4	14,823.9	4,901.9	2,324.9	-
Service Facilities	28,154.1	5,392.6	12,400.5	5,513.0	8,676.5
Transportation	139,635.3	51,467.1	38,402.7	17,669.7	16,541.0
Water Services	253,037.4	48,255.2	30,657.0	54,921.0	13,588.0
Prior Year Unexpended *	-	474,733.5	414,330.1	348,946.2	310,773.6
<b>Total Capital Improvement Plan Budget</b>	<b>732,653.5</b>	<b>657,634.1</b>	<b>522,695.1</b>	<b>445,759.0</b>	<b>350,369.7</b>
<b>Less: Estimated Capital Improvement Expenditures</b>	<b>(257,920.0)</b>	<b>(243,304.1)</b>	<b>(173,748.9)</b>	<b>(134,985.4)</b>	<b>(103,885.2)</b>
<b>Subtotal: Unexpended at Year End</b>	<b>474,733.5</b>	<b>414,330.1</b>	<b>348,946.2</b>	<b>310,773.6</b>	<b>246,484.5</b>
<b>Transfers Out</b>					
To Water & Sewer Operating Funds	6,558.1	6,558.5	6,508.7	6,464.3	6,408.9
<b>Subtotal</b>	<b>6,558.1</b>	<b>6,558.5</b>	<b>6,508.7</b>	<b>6,464.3</b>	<b>6,408.9</b>
<b>Total Use of Funds</b>	<b>264,478.1</b>	<b>249,862.6</b>	<b>180,257.6</b>	<b>141,449.7</b>	<b>110,294.1</b>
<b>Ending Fund Balance</b>	<b>264,835.6</b>	<b>209,030.5</b>	<b>151,442.3</b>	<b>117,706.3</b>	<b>123,244.7</b>

\* Prior year unexpended sources and uses of funds are estimated and included in Beginning Fund Balance (Sources) or by program (Uses).

# PROJECT LIST

## Capital Improvement Plan

### Capital Project List

The following is a summary of the capital projects listed in alphabetical order that are included in the City's five-year Capital Improvement Plan (CIP) for the period FY 2004/05 through FY 2008/09. Please note only the first year (FY 2004/05) of the CIP is adopted by the City Council. Subsequent years are presented solely for long-term planning purposes and may be funded in future periods, based on emerging community priorities and available funding. Further project detail such as project descriptions, specific funding source(s) and geographic location of the project are included in Volume Three. The column on the right-hand side of the matrix indicates the specific page cross-reference in this Volume (Three) where the project detail can be found.

Project #	Project Name	Estimated Expenditures Thru 06/30/04	Adopted 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Volume 3 Page # Ref.
F2101	104th St Storm Drain/Cactus-Cholla	(97.5)	225.0	-	-	-	-	225.0	50
P0403	124th Street Access Area Amenities	-	1,526.1	-	-	-	-	1,526.1	46
V0402	91st Ave - Salt River Outfall Rehabilitation	(1,750.2)	7,000.0	1,000.0	1,000.0	-	-	9,000.0	122
V6402	91st Ave Waste Water Treatment Plant	(35,025.1)	40,636.0	4,000.0	5,000.0	6,000.0	3,000.0	58,636.0	122
V9901	91st Ave WWTP - UP01 Expansion	(20,029.0)	34,632.0	8,000.0	1,000.0	1,000.0	5,000.0	49,632.0	122
S9903	96th Street - Shea Blvd to Sweetwater Blvd	(712.8)	3,589.0	-	-	-	-	3,589.0	102
A0501	ABC Building Bathroom Remodel	-	40.0	-	-	-	-	40.0	95
B8805	Accessibility-Facility Modifications	(765.6)	1,330.2	250.0	250.0	218.2	200.0	2,248.4	87
A0308	ADOT E3S12 Design	(22.5)	200.2	-	-	-	-	200.2	95
A0409	ADOT E4S39 Security Improvements	(147.5)	284.7	-	-	-	-	284.7	95
V0204	Advanced Water Treatment Plant - Phase 3	(271.4)	9,750.0	-	-	-	-	9,750.0	123
P0302	Aging Park Facility Renovations	(684.3)	4,497.3	-	-	-	-	4,497.3	27
P0204	Aging Parks - Chaparral Pool Building	(1,133.0)	1,605.0	-	-	-	-	1,605.0	27
A0502	Airport Parking Lot Lighting Upgrades	-	76.5	-	-	-	-	76.5	96
A0408	Airport Perimeter Blast Fence	(144.2)	189.5	-	-	-	-	189.5	96
A0401	Airport Security Fencing	-	250.0	-	-	-	-	250.0	96
A0302	Airport Terminal Area Renovations	-	110.0	380.0	-	503.1	503.2	1,496.3	97
W2105	Alameda/122nd St Booster Pump Station	(18.6)	150.0	700.0	700.0	-	-	1,550.0	123
New	Appaloosa Library	-	-	-	837.2	9,814.5	-	10,651.7	25
A0503	Apron Pavement Overlay (PMMP)-Delta,Shades, Term	-	1,081.0	-	-	-	-	1,081.0	97
New	Apron Pavement Reconstruction-Corporate Jets	-	-	-	-	-	751.0	751.0	97
P0201	Arabian Library Phase II	(478.9)	800.0	7,852.0	-	-	-	8,652.0	25
W3705	Architect / Engineer Services	(1,423.7)	1,710.0	-	150.0	-	-	1,860.0	123
W2106	Arsenic Mitigation Treatment	(2,206.7)	34,500.0	15,000.0	10,000.0	-	-	59,500.0	124
P8740	Art In Public Places	(3,189.5)	5,305.7	379.0	421.9	147.3	115.6	6,299.2	33
T9005	Arterial Roadway Street Lighting	(227.3)	828.1	-	-	-	-	828.1	114
B0507	Asset Consolidation	-	2,000.0	-	-	-	-	2,000.0	87
F8410	Automated Flood Warning System-North Area	(21.0)	194.4	-	-	-	-	194.4	50
A0504	Aviation Grant Match Contingency	-	150.0	-	-	-	-	150.0	98
A0301	Aviation Noise Exposure Maps	(317.6)	340.9	-	-	-	-	340.9	98
S0501	Bell Road-94th St to Thompson Peak Parkway	-	505.0	4,541.0	-	-	-	5,046.0	102
P0704	Bikeways Program	(1,340.6)	3,776.5	2,370.0	3,300.0	1,460.0	1,500.0	12,406.5	116
W9903	Booster Station Upgrades	(235.3)	575.0	-	-	-	-	575.0	124
T8110	Bus Bay Improvement Program	(84.4)	1,872.2	550.0	575.0	600.0	625.0	4,222.2	116
T1702	Bus Shelters Program	(549.8)	1,783.1	404.0	-	550.0	-	2,737.1	116
G9001	Buses Expansion	(1,818.2)	3,852.6	-	2,940.0	-	-	6,792.6	117
S2102	Cactus Rd - Pima Freeway to Frank Lloyd Wright Blvd(873.6)	-	8,650.4	-	-	-	-	8,650.4	103
S0301	Camelback Rd - 64th to 68th St	(220.1)	1,474.4	-	-	-	-	1,474.4	103
S0502	Camelback/Scottsdale and Marshall Way	-	1,000.0	-	-	-	-	1,000.0	103
P0205	CAP Basin Lighted Sports Complex	(932.8)	12,428.2	-	-	-	-	12,428.2	27

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
									Page # Ref.
W0301	CAP Hayden - Shea Water Connection	(759.7)	12,000.0	-	-	-	-	12,000.0	124
W0202	CAP Plant Expansion	(2,710.1)	31,400.0	3,000.0	3,000.0	20,000.0	-	57,400.0	125
P0206	Chaparral Park Extension	(222.2)	4,412.7	-	-	-	-	4,412.7	28
W9911	Chaparral Water Treatment Plant	(14,779.4)	78,357.9	-	-	-	-	78,357.9	125
W4702	Chaparral WTP Influent Wateline	(903.4)	5,242.8	-	-	-	-	5,242.8	125
W0302	Chaparral WTP Water Distribution System	(250.8)	9,500.0	-	-	-	-	9,500.0	126
T4701	CIP Advance Planning Program	(1,804.8)	2,183.0	200.0	200.0	200.0	200.0	2,983.0	104
M8838	City Attorney - Automate Criminal Justice System	(185.1)	250.0	-	-	-	-	250.0	71
M0402	City Attorney - Legal Case Matter Management System	-	160.0	-	-	-	-	160.0	71
B0404	City Hall - Kiva Electrical Upgrade	-	300.0	-	-	-	-	300.0	87
V9902	Citywide Flow Monitoring	(440.2)	910.0	-	-	-	-	910.0	126
F0501	Civic Center East - Drainage Improvement	-	131.1	1,328.1	-	-	-	1,459.2	50
D0203	Civic Center Mall Renovations Phase II	(23.4)	23.5	-	-	-	-	23.5	33
M0501	Community Services-Class System Upgrades	-	87.4	-	-	-	-	87.4	71
New	Container Repair Facilities	-	-	-	-	318.0	-	318.0	88
V0501	Core North/South Sewer	-	567.0	322.0	87.5	802.5	819.0	2,598.0	126
W0501	Core North/South Water	-	567.0	322.0	87.5	802.5	819.0	2,598.0	127
M0301	Courts - Case Management System	-	80.0	-	-	-	-	80.0	72
M0202	Courts - IVR	-	40.0	-	-	-	-	40.0	72
M0306	Courts - Videoconferencing	-	55.6	-	-	-	-	55.6	72
B0508	Courts-Customer Service Enhancement	-	225.0	-	-	-	-	225.0	88
B0509	Courts-Expansion	-	10.0	580.0	-	-	-	590.0	88
B0510	Courts-Security Area Remodel	-	2.5	101.7	-	-	-	104.2	89
E0204	Crime Laboratory Equipment Replacement	(129.1)	342.0	16.9	-	-	-	358.9	64
W8515	Deep Well Recharge / Recovery Facilities	(480.5)	3,100.0	-	1,000.0	-	1,000.0	5,100.0	127
A0505	Design Projects-04/05-05/06	-	237.6	73.6	34.5	200.1	-	545.8	98
n/a	Disabled Aircraft Removal Dolly	-	31.8	-	-	-	-	31.8	99
B0504	District 1 Police Facilities	-	1,386.0	8,558.2	826.8	-	-	10,771.0	64
B2104	District 2 Expansion	(775.1)	782.6	-	-	-	-	782.6	65
B0501	District 3 Expansion	-	505.3	-	-	-	-	505.3	65
M0502	Document Management System-City Attorney	-	247.0	-	-	-	-	247.0	73
M0403	Document Management System-City Clerk	(0.4)	248.5	-	-	-	-	248.5	73
M9906	Document Management System-Courts	(0.9)	350.0	-	-	-	-	350.0	73
n/a	Document Management System-Customer Services	-	-	391.0	-	-	-	391.0	74
D8738	Downtown Canal Transit Bridge	(1,846.1)	1,860.3	-	-	-	-	1,860.3	34
D6508	Downtown Directional Signs	(24.9)	40.0	-	-	-	-	40.0	34
D0401	Downtown Electrical Upgrades	(2.8)	900.0	450.0	-	-	-	1,350.0	34
D0402	Downtown Façade Program	-	300.0	-	-	-	-	300.0	35
D0501	Downtown Lighting Improvements	-	380.0	250.0	-	-	-	630.0	35
P8734	Downtown Parking	(1,503.9)	14,201.8	-	-	-	-	14,201.8	117
P0309	Downtown Reinvestment	(149.0)	8,741.2	-	-	-	-	8,741.2	35
n/a	Downtown Restrooms	-	-	-	575.0	450.0	-	1,025.0	36
D0208	Downtown Streetscape Amenities	(135.2)	200.0	-	415.3	-	-	615.3	36
S0312	Downtown Streetscape Enhancement Fund	-	311.7	99.1	-	-	-	410.8	36
F0502	Earll/Thomas Corridor-Drainage Improvement	-	500.0	6,197.0	3,849.0	-	-	10,546.0	51
F0401	East Union Hills Interceptor Channel	(37.8)	1,940.8	2,430.1	-	-	-	4,370.9	51
P0502	Eldorado Ballfield Renovation	-	1,168.5	-	-	-	-	1,168.5	28
P0505	Expanded McDowell Sonoran Preserve	-	50,000.0	-	-	-	-	50,000.0	46
E0401	Explosive Ordnance Disposal Equipment	(122.2)	150.0	-	-	-	-	185.0	65

# PROJECT LIST

## Capital Improvement Plan

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
									Page # Ref.
A0506	FAA Part 161-Noise Study	-	1,000.0	-	-	-	-	1,000.0	99
B9915	Facilities Repair and Maintenance Program	(1,949.4)	4,295.2	667.0	787.5	1,070.6	1,037.7	7,858.0	89
M0302	Financial Services - Automated Time & Attendance	(21.3)	300.0	-	-	-	-	300.0	74
M0503	Financial Services - IVR Tax and License	-	109.3	-	-	-	-	109.3	75
M0210	Financial Services - Utility Billing System	(0.5)	2,791.5	-	-	-	-	2,791.5	76
New	Financial Services-E-Procurement	-	-	67.5	-	-	-	67.5	74
M0308	Financial Services-Hand Held Meter Reading System	(2.6)	50.0	109.3	-	-	-	159.3	75
n/a	Financial Svs-Remittance Process Transport System	-	-	-	442.9	-	-	442.9	75
M0504	Financial Svs-Tax, Licensing & Alarm Billing System	-	928.0	-	-	-	-	928.0	76
E0501	Fire Department - Emergency Extrication Tools	-	80.0	-	-	-	-	80.0	60
E0502	Fire Service-Transition Costs	-	5,800.0	-	-	-	-	5,800.0	60
B0401	Fire Stn #809-Southwest Quadrant	-	1,100.0	-	-	-	-	1,100.0	60
B0402	Fire Stn #810 - Miller & Thomas Remodel	(2.3)	168.4	-	-	-	-	168.4	61
B0205	Fire Stn #811 - McDonald & Scottsdale Expansion	(177.3)	181.1	-	-	-	-	181.1	61
B0202	Fire Stn #812 & Rescue Vehicle-Scottsdale Airport	(1,654.5)	1,802.5	-	-	-	-	1,802.5	61
B0503	Fire Stn #813 - Via Linda Expansion	-	25.0	243.0	-	-	-	268.0	62
E2102	Fire Stn #813 - Via Linda Vehicle & Equipment	(449.4)	556.2	-	-	-	-	556.2	62
B0506	Fire Stn #820 - Desert Mountain - permanent station	-	156.7	800.0	-	-	-	956.7	62
B0403	Fire Stn #826 - Jomax and Scottsdale Road	(1.1)	2,095.0	-	-	-	-	2,095.0	63
B9909	Fire Stn #827 - Ashler Hills & Pima	(840.2)	1,200.0	-	-	-	-	1,200.0	63
New	Flight Tracking System	-	60.0	-	-	-	-	60.0	99
F0302	Floodplain Acquisition Program	(1.4)	2,366.6	-	-	-	-	2,366.6	51
S0303	FLW/Via Linda Intersection	-	-	80.0	450.0	-	-	530.0	104
S0304	FLW-Scottsdale Rd to Shea	-	1,715.0	234.0	1,600.0	-	-	3,549.0	104
B0511	Fuel/Fleet Maintenance Facility-McKellips Svs Ctr	-	1,498.9	-	-	-	-	1,498.9	89
New	Gateway to the Preserve Amenities	-	-	200.0	2,000.0	-	-	2,200.0	46
F0201	Granite Reef Watershed	-	2,714.0	-	-	-	-	2,714.0	52
S0305	Hayden and McDonald-Intersection Improvement	(373.7)	2,651.0	-	-	-	-	2,651.0	105
S0306	Hayden and Via de Ventura - Intersection Improve.	-	1,355.7	-	-	-	-	1,355.7	106
S2103	Hayden Rd - Cactus to Redfield	(1,138.6)	10,112.0	-	-	-	-	10,112.0	105
S0202	Hayden Rd - Pima Freeway to Thompson Peak Pkwy	(1,219.7)	11,459.4	-	-	-	-	11,459.4	105
S0201	Hayden/Miller Rd - Deer Valley to Pinnacle Peak	(777.1)	1,300.0	75.0	225.0	1,469.4	-	3,069.4	106
New	Helicopter Air Support Unit	-	-	-	4,075.1	2,324.9	-	6,400.0	66
P0305	Hidden Hills Trailheads Amenities	(81.4)	499.6	-	-	-	-	499.6	47
S0402	Indian Bend Rd - Scottsdale to Hayden	(273.5)	2,070.0	9,135.0	-	-	-	11,205.0	106
P9901	Indian Bend Wash Lakes Renovation	(154.7)	1,024.0	-	-	-	-	1,024.0	28
F0402	Indian School Park Watershed-Phase II	(0.3)	646.0	1,019.0	-	-	-	1,665.0	52
S0308	Indian School Rd - Drinkwater to Pima	-	900.0	3,138.0	-	-	-	4,038.0	107
New	Information Systems - Anti-Virus Replacement	-	-	-	-	-	61.1	61.1	76
M0505	Information Sys. - CDPD Mobile Wireless Replacement	-	213.0	-	-	-	-	213.0	77
New	Information Systems - Enterprise Back-up Software	-	-	-	-	-	378.0	378.0	77
M0204	Information Systems - GIS Mapping Platform Migration	(82.8)	564.0	-	-	-	-	564.0	77
M9909	Information Systems - Network Infrastructure	(1,081.1)	1,746.9	361.0	361.0	361.0	361.0	3,190.8	78
M9921	Information Systems - PC Equipment	(1,412.8)	3,858.1	1,256.8	1,256.8	1,256.8	1,256.8	8,885.3	78
M0205	Information Systems - Security Investment/ Antivirus	(61.6)	298.0	29.0	-	-	-	327.0	79
M9910	Information Systems - Server Infrastructure	(1,314.1)	2,566.8	521.8	521.8	521.8	521.4	4,653.6	79
M0207	Information Systems - Technology Storage Area Network	(271.2)	287.3	-	-	-	-	287.3	80
M9920	Information Systems - Telephone Equipment	(245.2)	950.0	233.6	257.7	260.5	260.5	1,962.3	80

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
									Page # Ref.
M0506	Information Systems - Web Content Management SW	-	154.2	144.2	-	-	-	298.4	81
W0502	Inner Circle Booster Pump Station	-	400.0	1,200.0	-	-	-	1,600.0	127
P0503	Irrigation Pump Replacement	-	203.7	214.7	278.9	-	-	697.3	29
F0303	Jackrabbit/Chaparral West-Drainage Improvement	-	385.0	2,000.0	666.0	-	-	3,051.0	52
E0503	Jail CCTV Monitoring / Recording System Replacement	-	184.7	-	-	-	-	184.7	66
E0504	Kiva-Audio/Video Upgrades	-	55.0	-	-	-	-	55.0	90
P9916	LaMirada Desert Park	(555.3)	650.0	-	-	-	-	650.0	29
P0202	Library Automation System Replacement	(84.9)	589.9	-	-	-	-	589.9	25
B0303	Lift Replacement	(186.5)	361.5	-	-	-	-	361.5	90
D0211	Loloma District Museum	(277.9)	7,515.0	-	-	-	-	7,515.0	37
D0502	Loloma District Plaza	-	250.0	250.0	-	-	-	500.0	37
D0503	Loloma District Public Parking Garage	-	2,400.0	-	-	-	-	2,400.0	37
D0403	Loloma District Streetscape Improvements	-	1,300.0	350.0	750.0	-	-	2,400.0	38
n/a	Loloma District-Stagebrush Theatre Relocation	-	-	-	1,600.0	-	-	1,600.0	38
T9902	Loop 101 Park and Ride(PNR)	-	249.9	2,777.8	2,817.0	-	-	5,844.7	117
V8620	Master Plan Update - Sewer	(217.6)	383.4	100.0	-	-	-	483.4	128
W8525	Master Plan Update - Water	(433.1)	766.8	300.0	-	-	-	1,066.8	128
S0310	McDonald - Scottsdale to Hayden	(49.0)	1,963.5	-	-	-	-	1,963.5	107
F0403	McDonald Drive Corridor-Drainage Improvement	(39.5)	1,482.0	-	-	-	-	1,482.0	53
P0209	McDowell Mountain Ranch Park and Aquatic Ctr	(947.4)	11,801.9	-	-	-	-	11,801.9	29
P6900	McDowell Sonoran Preserve	(250,078.0)	306,731.5	-	-	-	-	306,731.5	47
P0102	McDowell Sonoran Preserve Phase II	(38,970.5)	39,114.0	-	-	-	-	39,114.0	47
B9905	McKellips Service Center	(1,075.1)	1,311.4	-	-	-	-	1,311.4	90
V2101	Miller Road Sewer Phase 3	(0.1)	1,300.0	3,000.0	-	-	-	4,300.0	128
P0501	Mustang Library Additional Parking	-	84.0	-	-	-	-	84.0	26
T0502	Mustang Transit Center	-	300.0	1,700.0	-	-	-	2,000.0	118
D0404	NE Downtown Streetscape	-	1,980.0	-	-	-	-	1,980.0	38
N3001	Neighborhood Funding Partnership	(677.7)	752.1	-	-	-	-	752.1	39
N0501	Neighborhood Revitalization	-	2,000.0	-	-	-	-	2,000.0	39
F6302	Neighborhood Stormwater Management Improve.	(1,556.8)	2,661.4	150.0	150.0	150.0	-	3,111.4	53
T8140	Neighborhood Traffic Management Program	(1,983.0)	3,056.0	500.0	500.0	500.0	550.0	5,106.0	114
F6305	North Area Basin Master Plan	(758.8)	1,083.3	-	-	-	-	1,083.3	53
B2103	North Corp Yard Parking Garage	(1,106.5)	1,196.1	-	-	-	-	1,196.1	91
F3705	Northern Stormwater Risk/Vulnerability Mgmt.	(11,866.5)	12,059.9	-	-	-	-	12,059.9	54
New	Northsight Transit Center	-	-	75.0	125.0	-	-	200.0	118
F0712	NPDES Monitoring Stations/Sampling	(1,167.0)	2,004.3	152.0	250.0	-	-	2,406.3	54
F0305	Outfall Drain-Pima Freeway to Union Hills	(2,225.3)	2,900.0	-	-	-	-	2,900.0	55
S9905	Particulate Emission Reduction Program	(2,185.1)	2,500.0	-	-	-	-	2,500.0	107
New	Pavement Preser.-Taxiway "B", Kilo, Perimeter Rd.	-	-	105.2	104.7	-	-	209.9	100
n/a	Pima Rd - Deer Valley to Pinnacle Peak	-	-	-	-	100.0	1,300.0	1,400.0	108
S4702	Pima Rd - McDowell Rd to Via Linda	(12,351.0)	13,350.0	-	-	-	-	13,350.0	108
S2104	Pima Road - Pima Freeway to Thompson Peak	(853.1)	11,014.7	-	-	-	-	11,014.7	108
F0503	Pima Road Drainage System	-	399.0	64.8	1,719.6	-	-	2,183.4	55
n/a	Pinnacle Peak - Scottsdale Rd to Pima Rd	-	-	803.0	3,674.0	6,277.1	-	10,754.1	109
M0507	Planning & Dev. Svs - Digital Plan Review	-	56.1	-	-	-	-	56.1	81
M0208	Planning & Dev. Svs - Land Survey Asset Mgmt	(192.1)	279.3	16.9	-	-	-	296.2	81
M9903	Planning & Dev. Svs - Records Imaging	(226.5)	504.1	-	-	-	-	504.1	82
M0508	Planning & Dev. Svs - Records Reader/Printer	-	29.0	-	-	-	-	29.0	82



# PROJECT LIST

## Capital Improvement Plan

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3 Page # Ref.
P4711	Playground Equipment Replacement	(1,178.3)	1,400.5	134.4	150.0	165.0	175.0	2,024.9	30
M0509	Police AFIS Workstations Replacement	-	148.1	20.7	139.2	-	-	308.0	82
M9911	Police Barcode Equip. for Property Ev/Asset Tracking(23.5)	-	97.9	-	-	-	-	97.9	83
M0510	Police Criminal Intelligence System	-	35.8	-	-	-	-	35.8	83
M0511	Police Docking Station/Mounting Kits	-	195.0	13.0	13.0	6.5	-	227.5	83
E0302	Police Emergency Power	(83.3)	150.0	-	-	-	-	150.0	66
M0512	Police Fashion Square Radio Treatment	-	225.0	-	-	-	-	225.0	84
M0513	Police Handheld Data Terminals	-	32.4	-	-	-	-	32.4	84
M0303	Police Mobile Data and Communications Upgrade	(10.5)	190.0	-	-	-	-	190.0	84
B0502	Police Mounted Barn Replacement	-	200.0	-	-	-	-	200.0	67
B0302	Police Operational Support Building	(8.3)	26,700.0	5,205.8	-	-	-	31,905.8	67
M8915	Police Portable Radio Replacement Plan	(2,884.7)	4,197.1	-	-	-	-	4,197.1	85
New	Police Radio System Replacement	-	-	500.0	8,000.0	1,500.0	1,000.0	11,000.0	85
M0307	Police Records Management-Modifications	(30.8)	75.0	-	-	-	-	75.0	85
M0401	Police Records Mgt and CAD System Replacement	(1.2)	4,725.0	-	-	-	-	4,725.0	86
M0305	Police Wiretap Upgrade	(96.5)	150.0	-	-	-	-	150.0	86
M0405	Police/Fire Radio System Consultant	-	150.0	-	-	-	-	150.0	86
B0204	Police/Fire Training Facility Phase 2	(0.8)	4,220.8	-	-	-	-	4,220.8	67
A0507	Portable Noise Monitors	-	50.0	-	-	-	-	50.0	100
P0212	Public Pool Equipment Replacement	(350.3)	632.0	200.0	200.0	200.0	200.0	1,432.0	30
V4001	Radio Telemetry - Monitoring Auto. CW (Sewer)	(363.9)	655.5	54.6	56.3	-	-	766.4	129
W4001	Radio Telemetry - Monitoring Auto. CW (Water)	(550.2)	1,064.4	136.6	140.7	-	-	1,341.7	129
F6303	Reata Pass Detention Outlet	(405.1)	430.0	-	-	-	-	430.0	55
P0401	Recreational Amenity Replacement	(14.9)	300.0	150.0	150.0	150.0	150.0	900.0	30
E9903	Refurbish Two Fire Engines	-	210.0	-	-	-	-	210.0	63
W0503	Regional GAC Regeneration Facility	-	380.0	1,270.0	3,000.0	-	-	4,650.0	129
T0201	Regional Transit Maintenance Facility	-	500.0	500.0	1,500.0	-	-	2,500.0	118
V9908	Relief Sewers – Citywide	(731.8)	2,500.0	500.0	500.0	500.0	-	4,000.0	130
E2103	Replacement Fire Vehicle Contingency	(1,455.8)	1,764.9	-	-	-	-	1,764.9	64
T6101	Roadway Capacity Improvements	(8,413.0)	12,042.2	2,150.0	1,650.0	1,650.0	2,650.0	20,142.2	109
S0403	Rubberized Asphalt Overlay	(3,900.0)	3,900.0	-	-	-	-	3,900.0	109
A0405	Runway RSA-Safety Area Improvements	-	2,000.0	-	-	-	-	2,000.0	100
V0502	RWDS Improvements	-	865.0	-	485.0	-	-	1,350.0	130
B0207	SCA Improvements and Facility Upgrades	(152.2)	1,412.5	129.4	-	-	-	1,541.9	91
P8736	Scottsdale Papago Streetscape	(829.9)	6,229.0	-	-	-	-	6,229.0	39
n/a	Scottsdale Ranch Park Tennis Courts	-	-	384.8	-	-	-	384.8	31
S7005	Scottsdale Rd - FLW Blvd to Thompson Peak Pkwy(1,615.6)	-	16,896.0	-	-	-	-	16,896.0	110
F2706	Scottsdale Rd Bridge Over Indian Bend Wash	(1,293.5)	2,248.0	-	-	-	-	2,248.0	56
D0205	Scottsdale Rd Preser. & Streetscape Enhancements (116.4)	-	11,100.0	6,000.0	6,000.0	4,000.0	-	27,100.0	40
S2707	Scottsdale Rd - Indian Bend Rd to Gold Dust Rd (12,743.9)	-	19,942.0	-	-	-	-	19,942.0	110
S0311	Scottsdale Rd - Thomp. Peak Pkwy to Pinnacle Peak (1.4)	-	500.0	3,500.0	11,811.5	-	-	15,811.5	110
F0304	Scottsdale Road Corridor - Drainage Project	(5.5)	3,770.0	2,973.9	-	-	-	6,743.9	56
P0207	Scottsdale Senior Center at Granite Reef	(828.8)	10,878.6	-	-	-	-	10,878.6	31
P0504	Scottsdale Stadium Infrastructure Replacement	-	150.0	150.0	150.0	150.0	150.0	750.0	31
A0202	Security & Access Control System	(670.6)	729.2	-	-	-	-	729.2	101
W0303	Security Enhancements	(168.8)	850.0	350.0	350.0	350.0	350.0	2,250.0	130
New	Security Lighting Install-Main Aprons/Kilo	-	-	345.0	-	-	-	345.0	101
P0301	Self Check Machine/LAN Infrastructure Replace.	(409.6)	520.9	-	-	-	-	520.9	26

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
									Page # Ref.
F6301	Severe Weather Warning & Response Program	(1,196.8)	1,511.7	182.0	-	-	-	1,693.7	56
V3704	Sewer Collection System Improvements	(2,548.8)	5,296.0	500.0	1,100.0	300.0	600.0	7,796.0	131
V0703	Sewer Oversizing	(1,124.7)	1,835.7	-	-	-	-	1,835.7	131
S0313	Shea Blvd and 92nd St - Intersection Improvement	(118.4)	812.0	-	-	-	-	812.0	111
S0314	Shea Blvd and Hayden - Intersection Improvement	-	701.0	699.0	-	-	-	1,400.0	111
S0315	Shea Blvd: 90th & 96th St Intersection	(95.8)	596.5	-	-	-	-	596.5	111
T6103	Sidewalk Improvements	(872.2)	1,770.2	-	550.0	-	600.0	2,920.2	119
P9904	Sports Lighting Expansion & Upgrade	(31.4)	1,233.1	763.2	521.7	655.1	-	3,173.1	32
P0402	Spring Training Facility	(237.3)	18,900.0	-	-	-	-	18,900.0	40
S0406	SRP Street Light Purchase	-	442.5	-	-	-	-	442.5	115
S0404	Stacked 40-Center Rd to Hayden	-	5,100.0	1,500.0	-	-	-	6,600.0	112
S0405	Stacked 40-North Frontage Road	-	2,700.0	500.0	-	-	-	3,200.0	112
F0204	Stormwater Drain Pollution Prevention Markers	(42.7)	301.0	-	-	-	-	301.0	57
D2102	Taliesin West	(303.5)	517.5	-	-	-	-	517.5	40
A0306	Taxiway Extension & Transient Ramp	-	-	972.6	-	-	-	972.6	101
P0404	Teen Center-Civic Center Library	(79.6)	506.0	-	-	-	-	506.0	26
n/a	Thompson Peak Bridge @ Reata Pass Wash	-	-	1,939.9	-	-	-	1,939.9	112
S0316	Thompson Peak Parkway - Bell to Union Hills	-	3,440.0	8,000.0	3,328.8	-	-	14,768.8	113
S0317	Thunderbird/Redfield - Scottsdale to Hayden	(45.7)	2,151.2	-	-	1,560.0	1,850.0	5,561.2	113
T8150	Traffic Management Program-ITS	(6,005.8)	14,105.1	3,697.5	2,318.3	2,250.0	4,260.0	26,630.9	115
T8160	Traffic Signal Program	(1,860.2)	2,824.2	371.5	348.9	350.0	400.0	4,294.6	115
P9035	Trail Development/Acquisition	(834.4)	1,943.3	500.0	500.0	502.3	-	3,445.6	32
n/a	Transfer Station Expansion	-	-	-	-	-	3,600.0	3,600.0	91
E0505	Transfer Station Grappier	-	111.0	-	-	-	-	111.0	92
New	Transfer Station Paving and Painting	-	-	-	371.0	-	-	371.0	92
T0202	Transit Technology	-	-	-	350.0	-	1,351.8	1,701.8	119
S0503	Transportation Master Plan	-	350.0	150.0	-	-	-	500.0	113
S0319	Union Hills Dr-Scottsdale to 74th St	(2,312.9)	3,400.0	-	-	-	-	3,400.0	114
W0401	Union Hills to Hualapai Transmission Line-Pima Rd	-	750.0	-	-	-	-	750.0	131
T0302	Upper Cmlbk Wash MU Path - Cactus to Redfield	(80.0)	1,200.0	-	-	-	-	1,200.0	120
T0203	Upper Cmlbk Wash MU Path-92nd/Shea to Cactus	(212.8)	1,545.0	-	-	-	-	1,545.0	119
F0203	Upper Camelback Wash Watershed	(723.2)	3,942.2	-	-	-	-	3,942.2	57
A0407	Vehicle Security Gate Upgrade	(27.7)	120.0	-	-	-	-	120.0	102
n/a	Vista Del Camino Ballfield Renovation	-	-	23.3	818.3	-	-	841.6	32
P0307	Vista Del Camino Remodel/Expansion	(2.1)	3,004.7	-	-	-	-	3,004.7	33
W9912	Water Distribution System Improvements	(3,732.0)	7,500.0	2,500.0	2,000.0	1,250.0	2,000.0	15,250.0	132
W0710	Water Oversizing	(5,910.3)	8,214.1	-	-	-	-	8,214.1	132
W0205	Water Quality Improve. - Southern Neighborhoods	(710.7)	10,500.0	-	-	-	-	10,500.0	132
V0205	Water Reclamation Plant Phase 3	(2,266.6)	20,750.0	3,000.0	-	-	-	23,750.0	133
W6160	Water Rights Acquisition	(41,915.6)	44,052.0	-	-	20,916.0	-	64,968.0	133
W8570	Waterline Replacements	(11,963.0)	16,491.0	-	-	-	-	16,491.0	133
W4708	Well Sites	(14,266.4)	17,142.1	3,000.0	1,000.0	3,000.0	-	24,142.1	134
B0505	WestWorld 115,000 Sq. Ft. Multi-purpose Building	-	2,000.0	28,027.5	-	-	-	30,027.5	41
D0302	WestWorld-Arena Footings	-	87.0	-	-	-	-	87.0	41
D0206	WestWorld-Arenas 6, 7 & 8 Relocation	(2.4)	609.0	-	-	-	-	609.0	41
D0405	WestWorld-Driveways & Pedestrian/ Horse Paths	-	166.4	86.9	-	-	-	253.3	42
D0504	WestWorld-Electronic Signage	-	60.0	-	-	-	-	60.0	42
D0505	WestWorld-Landscaping Plan	-	225.1	-	-	-	-	225.1	42

## PROJECT LIST

## Capital Improvement Plan

Project #	Project Name	Estimated Expenditures Thru 06/30/03	Adopted 2003/04	Forecast 2004/05	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Total	Volume 3
									Page # Ref.
D0303	WestWorld-Paving Projects	(424.5)	530.5	-	-	-	-	530.5	43
D0207	WestWorld-Restroom Facility	(68.1)	669.5	-	-	-	-	669.5	43
D9902	WestWorld-Show Office/DofC Arenas & Walkway	-	377.0	-	-	-	-	377.0	43
D0506	WestWorld-Stall Mats	-	124.8	-	-	-	-	124.8	44
D0301	WestWorld-State Land Acquisitions	-	18,100.0	-	-	-	-	18,100.0	44
W9913	Zone 12 - 13 Water System Improvements	(6,197.2)	8,528.0	-	-	-	-	8,528.0	134
W0304	Zone 12 - 13 Water Transmission Lines	(79.3)	6,680.0	-	-	-	-	6,680.0	134
<b>Contingency Budget</b>			<b>4,500.0</b>	<b>2,500.0</b>	<b>2,500.0</b>	<b>2,500.0</b>	<b>2,500.0</b>	<b>14,500.0</b>	
<b>Inception to Date Expenditures Through 01/31/04</b>			<b>(554,462.7)</b>	-	-	-	-	<b>(554,462.7)</b>	
<b>Estimated Expenditures 02/01/04 Through 06/30/04</b>			<b>(36,828.5)</b>	-	-	-	-	<b>(36,828.5)</b>	
<b>Prior Year Carry-Forward (1)</b>			-	<b>474,733.5</b>	<b>414,330.1</b>	<b>348,946.2</b>	<b>310,773.6</b>	<b>1,548,783.4</b>	
<b>Total Capital Budgets</b>		<b>(591,291.1)</b>	<b>737,153.5</b>	<b>660,134.4</b>	<b>525,195.5</b>	<b>448,259.7</b>	<b>352,870.1</b>	<b>2,723,613.2</b>	

(1) Prior year carry-forwards for 2004/05 are estimated and included in individual projects.

### Capital Projects Operating Impacts

The operating impact of capital projects are analyzed and taken into consideration during the extensive CIP prioritization process. Estimated new revenues and/or operational efficiency savings associated with projects are also taken into consideration (net operating costs) during the capital project evaluation and review process. As capital improvement projects are completed, the operating costs of these projects have been identified and included in the appropriate departmental program budgets. Departmental staff plan and budget for significant start-up costs, as well as operation and maintenance of new facilities.

The table below presents a four-year forecast of capital project operating impacts (costs). The operating impacts of projects expected to be completed prior to the start of, or during FY2004/05 are calculated and included in the Program Operating Budget. These operating cost estimates represent the staffing and maintenance necessary due to the completion and expected completion of capital projects. The capital projects operating impacts are incorporated into the General Fund budget found in the Fund Summaries and Five-Year Financial Plan section of this Volume (One) on page 28. The operating impacts are also factored in the appropriate program expenditures found through out Volume Two. For a complete description of each capital project, refer to Volume Three using the page cross-reference column on the right-hand side of the matrix.

## OPERATING IMPACTS

Project #	Project Name	Forecast 2005/06	Forecast 2006/07	Forecast 2007/08	Forecast 2008/09	Total	Volume 3 Page # Ref.
P0403	124th Street Access Area Amenities	25.0	25.0	25.0	25.0	100.0	50
P0302	Aging Park Facility Renovations	83.6	83.6	83.6	83.6	334.4	27
A0302	Airport Terminal Area Renovations	3.0	3.0	3.0	3.0	12.0	97
W2105	Alameda/122nd St Booster Pump Station	16.0	16.0	16.0	16.0	64.0	123
TBD	Appaloosa Library (see Notes)	-	-	-	-	-	25
P0201	Arabian Library Phase II	-	-	398.0	398.0	796.0	25
W2106	Arsenic Mitigation Treatment	650.0	2,000.0	2,000.0	2,000.0	6,650.0	124
S0501	Bell Road-94th St. to Thompson Peak Parkway	-	27.6	27.6	27.6	82.8	102
W9903	Booster Station Upgrades	2.0	2.0	2.0	2.0	8.0	124
T1702	Bus Shelters Program	22.0	23.0	24.0	25.0	94.0	116
G9001	Buses Expansion	1,200.0	1,900.0	1,900.0	1,900.0	6,900.0	117
S2102	Cactus Road-Pima Freeway to Frank Lloyd Wright	7.3	7.3	7.3	7.3	29.2	103
S0502	Camelback/Scottsdale and Marshall Way	8.6	8.6	8.6	8.6	34.4	103
P0205	CAP Basin Lighted Sports Complex	560.2	726.9	726.9	726.9	2,740.9	27
W0202	CAP Plant Expansion	-	1,300.0	1,300.0	1,300.0	3,900.0	125
P0206	Chaparral Park Extension	175.0	111.0	111.0	111.0	508.0	28
W9911	Chaparral Water Treatment Plant	100.0	200.0	200.0	200.0	700.0	125
W4702	Chaparral WTP Influent Waterline	1.0	1.0	1.0	1.0	4.0	125
W0302	Chaparral WTP Water Distribution System	2.0	2.0	2.0	2.0	8.0	126
M0402	City Attorney-Legal Case Matter Management System	16.0	14.0	16.0	18.0	64.0	71
M0501	Community Services-Class System Upgrades	12.0	23.0	23.0	23.0	81.0	71
V0501	Core North/South Sewer	5.0	8.0	10.0	15.0	38.0	126
W0501	Core North/South Water	5.0	8.0	10.0	15.0	38.0	127
M0301	Courts-Case Management System	3.5	3.5	3.5	3.5	14.0	72
B0508	Courts-Customer Service Enhancement	6.0	6.0	6.0	6.0	24.0	88
B0509	Courts-Expansion	80.8	288.1	288.1	288.1	945.1	88
M0202	Courts-IVR	5.0	5.0	5.0	5.0	20.0	72
B0510	Courts-Security Area Remodel	0.7	0.2	0.2	0.2	1.3	89
M0306	Courts-Videoconferencing	2.6	4.5	4.5	4.5	16.1	72
W8515	Deep Well Recharge/Recovery Facilities	2.0	2.0	2.0	2.0	8.0	127

# OPERATING IMPACTS

# Capital Improvement Plan

Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
B0504	District 1 Police Facilities	-	-	332.0	315.0	647.0	64
B0501	District 3 Expansion	5.4	5.4	5.4	5.4	21.6	65
M0502	Doc. Mgt. Sys.-City Attorney	12.0	13.8	15.8	15.8	57.4	73
M9906	Doc. Mgt. Sys.-Courts	12.5	25.0	25.0	25.0	87.5	73
TBD	Doc. Mgt. Sys.-Customer Service	-	38.2	42.0	42.0	122.2	74
D0401	Downtown Electrical Upgrades	1.8	1.8	1.8	1.8	7.2	34
P8734	Downtown Parking	100.0	250.0	250.0	250.0	850.0	117
TBD	Downtown Restrooms	-	-	18.5	18.5	37.0	36
E0401	Explosive Ordnance Disposal	17.5	17.5	17.5	17.5	70.0	65
A0506	FAA Part 161-Noise Study	6.0	6.0	6.0	6.0	24.0	99
M0302	Financial Services-Automated Time & Attendance	7.5	7.5	7.5	7.5	30.0	74
M0308	Financial Services-Hand Held Meter Reading System	-	0.5	0.5	0.5	1.5	75
M0210	Financial Services-Utility Billing System	194.5	201.3	208.6	216.1	820.5	76
TBD	Financial Svs-Remittance Process Transport System	-	-	22.1	22.1	44.2	75
M0504	Financial Svs-Tax, Licensing & Alarm Billing System	24.0	26.9	30.1	30.1	111.1	76
B0401	Fire Station #809-Southwest Quadrant	18.5	18.5	18.5	18.5	74.0	60
B0402	Fire Station #810-Miller and Thomas Remodel	1.4	1.4	1.4	1.4	5.6	61
B0205	Fire Station #811-McDonald and Scottsdale Expansion	1.4	1.4	1.4	1.4	5.6	61
B0503	Fire Station #813-Via Linda Expansion	2.9	5.9	5.9	5.9	20.6	62
B0506	Fire Station #820-Desert Mountain	-	52.5	52.5	52.5	157.5	62
B0403	Fire Station #826-Jomax and Scottsdale Rd Vicinity	770.0	778.5	778.5	778.5	3,105.5	63
B9909	Fire Station #827-Ashler Hills and Pima	52.5	52.5	52.5	52.5	210.0	63
S0304	FLW-Scottsdale Rd to Shea	-	7.0	7.0	7.0	21.0	104
B0511	Fuel/Fleet Maint. Facility-McKellips Service Center	-	60.8	60.8	60.8	182.4	89
TBD	Gateway to the Preserve Amenities	-	10.0	30.0	30.0	70.0	46
S0306	Hayden Road and Via de Ventura Intersec. Improvement	0.2	0.2	0.2	0.2	0.8	106
S0202	Hayden Road-Pima Freeway to Thompson Peak Prky	46.8	46.8	46.8	46.8	187.2	105
S0201	Hayden/Miller Road-Deer Valley to Pinnacle Peak	-	-	-	1.0	1.0	106
TBD	Helicopter Air Support Unit (see Notes)	-	-	44.8	333.8	378.6	66
P0305	Hidden Hills Trailhead Amenities	19.6	19.6	19.6	19.6	78.4	47
S0402	Indian Bend-Scottsdale to Hayden	-	23.8	23.8	23.8	71.4	106
M0505	Information Sys-CDPD Mobile Wireless Replacement	27.6	27.6	27.6	27.6	110.4	77
TBD	Information Systems-Enterprise Back-up Software	-	-	-	42.1	42.1	77
M0205	Information Systems-Security Investment/ Antivirus	6.0	6.0	6.0	6.0	24.0	79
M0506	Information Systems-Web Content Management SW	28.9	57.7	57.7	57.7	202.0	81
W0502	Inner Circle Booster Pump Station	2.0	2.0	2.0	2.0	8.0	127
E0503	Jail CCTV Monitoring / Recording System Replacement	4.0	4.0	4.0	4.0	16.0	66
P0202	Library Automations System Replacement	44.0	44.0	44.0	44.0	176.0	25
D0211	Loloma District Museum	1,000.0	1,000.0	1,000.0	1,000.0	4,000.0	37
D0503	Loloma District Public Parking Garage	-	12.5	12.5	12.5	37.5	37
D0403	Loloma District Streetscape Improvements	7.5	10.0	10.0	10.0	37.5	38
S0310	McDonald-Scottsdale to Hayden	0.9	0.9	0.9	0.9	3.6	107
P0209	McDowell Mountain Ranch Park and Aquatic Center	512.5	512.5	512.5	512.5	2,050.0	29
V2101	Miller Road Sewer Phase 3	-	2.0	2.0	2.0	6.0	128
P0501	Mustang Library Additional Parking	0.5	0.5	0.5	0.5	2.0	126
T8140	Neighborhood Traffic Management Program	6.0	6.0	6.0	6.0	24.0	114
TBD	Pinnacle Peak-Scottsdale Rd to Pima Rd	-	-	-	49.2	49.2	109
M0507	Planning & Development Services-Digital Plan Review	2.0	2.0	2.0	2.0	8.0	81
M0508	Planning & Development Svs-Records Reader/Printer	1.0	1.0	1.0	1.0	4.0	82



Project #	Project Name	Forecast				Total	Volume 3
		2005/06	2006/07	2007/08	2008/09		Page # Ref.
M0510	Police Criminal Intelligence System	3.1	3.1	3.1	3.1	12.4	83
M0512	Police Fashion Square Radio Treatment	30.1	30.1	30.1	30.1	120.4	84
B0204	Police Fire/Training Facility Phase 2	-	98.8	98.8	98.8	296.4	67
M0513	Police Handheld Data Terminals	-	2.2	-	1.2	3.4	84
B0302	Police Operational Support Building	-	337.2	337.2	337.2	1,011.6	67
M8915	Police Portable Radio Replacement Plan	8.1	8.1	8.1	8.1	32.4	85
TBD	Police Radio System Replacement	-	-	-	1,508.0	1,508.0	85
A0507	Portable Noise Monitors	0.5	0.5	0.5	0.5	2.0	100
V4001	Radio Telemetry-Monitoring Autom. Citywide (Sewer)	4.0	4.0	4.0	4.0	16.0	129
W4001	Radio Telemetry-Monitoring Automation Citywide (Water)	5.0	5.0	5.0	5.0	20.0	129
W0503	Regional GAC Regeneration Facility	-	-	750.0	1,500.0	2,250.0	129
V9908	Relief Sewers-Citywide	2.0	2.0	2.0	2.0	8.0	130
T6101	Roadway Capacity Improvements	0.4	0.4	0.4	0.4	1.6	109
TBD	Scottsdale Ranch Park Tennis Courts	-	10.0	10.0	10.0	30.0	31
S7005	Scottsdale Road-Frank Lloyd Wright to Thompson Peak	10.1	10.1	10.1	10.1	40.4	110
S0311	Scottsdale Road-Thompson Peak to Pinnacle Peak	-	-	10.0	10.0	20.0	110
P0207	Scottsdale Senior Center at Granite Reef	179.8	359.6	359.6	359.6	1,258.6	31
W0303	Security Enhancements	2.0	2.0	2.0	2.0	8.0	130
TBD	Security Lighting Install-Main Aprons/Kilo	1.0	1.0	1.0	1.0	4.0	101
S0313	Shea Blvd and 92nd St-Intersection Improvement	0.5	0.5	0.5	0.5	2.0	111
S0314	Shea Blvd and Hayden Intersection Improvement	-	0.2	0.2	0.2	0.6	111
P9904	Sports Lighting Expansion & Upgrades	41.0	59.0	59.0	59.0	218.0	32
P0402	Spring Training Facility	-	1,000.0	1,000.0	1,000.0	3,000.0	40
S0406	SRP Street Light Purchase	172.0	172.1	172.3	172.3	688.7	115
S0404	Stacked 40-Center Rd to Hayden	26.4	26.4	26.4	26.4	105.6	112
S0405	Stacked 40-North Frontage Road	8.3	8.3	8.3	8.3	33.2	112
S0317	Thunderbird/Redfield-Scottsdale to Hayden	2.8	2.8	2.8	2.8	11.2	113
P9035	Trail Development/Acquisition	15.0	15.0	15.0	15.0	60.0	32
S0319	Union Hills Drive-Scottsdale to 74th St	9.0	9.0	9.0	9.0	36.0	114
TBD	Vista Del Camino Ballfield Renovation	-	-	10.0	10.0	20.0	32
P0307	Vista Del Camino Remodel/Expansion	22.5	22.5	22.5	22.5	90.0	33
W8570	Waterline Replacements	3.0	3.0	3.0	3.0	12.0	132
W4708	Well Sites	20.0	20.0	20.0	20.0	80.0	134
B0505	WestWorld-115,000 Sq.Ft. Multipurpose Building	-	-	1,015.0	1,015.0	2,030.0	41
D0505	WestWorld-Electronic Signage	5.0	5.5	6.0	6.0	22.5	42
D0207	WestWorld-Restroom Facility	9.0	9.0	9.0	9.0	36.0	43
W0304	Zone 12-13 Water Transmission Lines	5.0	5.0	5.0	5.0	20.0	134
<b>Total Forecasted Operating Impacts</b>		<b>6,517.3</b>	<b>12,393.2</b>	<b>15,035.4</b>	<b>17,679.4</b>	<b>51,625.3</b>	

Notes:

Appaloosa Library operating impacts are estimated at \$1,046,700 annual but will not be appropriated until 2009/10.

Helicopter Air Support Units estimated operating impact when fully operational is \$1,100,000 annually for two helicopters.

Operating impacts related to projects scheduled for completion in FY 2004/05 have been included in the appropriate departmental operating budget.

